STRATEGY RESEARCH PROJECT

PSYOP OPERATIONS IN THE 21ST CENTURY

BY

GARY L. WHITLEY
Department of the Navy

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by

Gary L. Whitley
Department of Navy Civilian

COL James Powers
Project Advisor

U.S. Army War College
CARLISLE BARRACKS, PENNSYLVANIA 17013

ABSTRACT

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A revolution in Psychological Operations (PSYOP) will occur in the near future. The Internet will be the vehicle to enable a revolution in PSYOP and improve the capabilities of PSYOP to achieve objectives specified in the National Security Strategy (NSS). The paper is structured to support this thesis by first providing a detailed definition and description of PSYOP. Next the importance of communication techniques in developing PSYOP methods is described. The understanding gained from these sections is then used to emphasize how the Internet can revolutionize PSYOP. Reflex control was presented as a method of PSYOP for the future. Then, based on the knowledge presented in this paper, some recommendations are made on how the Internet could be used to revolutionize future PSYOP campaigns. PSYOP has been an essential element of warfare since ancient times. PSYOP will continue to be a key strategic weapon to provide the ways to accomplish the objectives specified in the NSS. As Napolean Bonaparte once said,

> "There are but two powers in the world, the sword and the mind. In the long run the sword is always beaten by the mind."

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PSYOP Operations in the 21st Century

A revolution in Psychological Operations (PSYOP) will occur in the near future. The Internet will be the vehicle to enable a revolution in PSYOP and improve the capabilities of PSYOP to achieve objectives specified in the National Security Strategy (NSS). The paper is structured to support this thesis.

First a detailed definition and description of PSYOP is provided. Next the importance of communication techniques in developing PSYOP methods is described. The understanding gained from these sections is essential to realize how the Internet can revolutionize PSYOP. Reflex control was presented as a method of PSYOP for the future. Then with the knowledge presented in this paper some recommendations are made on how the Internet could be used to revolutionize future PSYOP campaigns.

PSYOP has been an essential element of warfare since ancient times. Some of my favorite PSYOP quotes are contained below.

"To seduce the enemy's soldiers from their allegiance and encourage them to surrender is of special service, for an adversary is more hurt by desertion than by slaughter."
Flavius Vegetius Renatus, c. 378 AD

"One need not destroy one's enemy. One need only destroy his willingness to engage."
Sun Tzu

"There are but two powers in the world, the sword and the mind. In the long run the sword is always beaten by the mind."
Napolean Bonaparte

"It is your attitude, and the suspicion that you are maturing the boldest designs against him, that imposes on your enemy."
Frederick the Great, 1747

"As the excited passions of hostile people are of themselves a powerful enemy, both the general and his government should use their best efforts to allay them."
LTG Antoine-Henri Baron de Jomini, 1838

"The real target in war is the mind of the enemy command, not the bodies of his troops. If we operate against his troops it is fundamentally for the effect that action will produce on the mind and will of the commander; indeed, the trend of warfare and the development of new weapons – aircraft and tanks – promise to give us increased and more direct opportunities of striking at this psychological target."
Captain Sir Basil Liddell Hart, 1944

"On the fields of friendly strife are sown the seeds that on other days and other fields will bear the fruits of victory."
General Douglas MacArthur

"PSYOP...was a great threat to troop morale, second only to the coalition bombing campaign."
Iraqi General after Operation Desert Storm

"Killing the enemy's courage is as vital as killing his troops."
Carl Von Clausewitz[1]

There are two purposes for this paper. One is personal and the other is to benefit the reader. On the personal side, the topic area of PSYOP was chosen to improve my knowledge in this area of warfare. To benefit the reader I have provided a detailed and descriptive definition of PSYOP. Also I have provided an explanation of a type of future PSYOP that can be effectively and efficiently employed as a way to achieve the ends as specified in the NSS.

Definition and Description of PSYOP

PSYOP have been employed for thousands of years. Since PSYOP have been conducted over an expansive period of time and across the spectrum of crisis and threats, it is essential that a definition be identified. There were many sources reviewed to derive a definition of PSYOP. The most complete and precise definition was found in Joint Publication 3-53. Accordingly, since this is our current doctrine, it will be used. The definition chosen and used throughout this paper was obtained from Joint Publication 3-53 Doctrine for Joint Psychological Operations:

Psychological operations are operations planned to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals.[2]

It is also important to understand where PSYOP resides in our joint doctrine. In current joint doctrine, PSYOP is a subset of Information Operations (IO). Joint Publication 3-13 defines IO as actions taken to affect an adversary's information and information systems while defending one's own information and information system. Furthermore, PSYOP is identified as a capability in offensive IO. Joint Pub 3-13 defines Offensive IO as:

Offensive IO is the integrated use of assigned and supporting capabilities and activities, mutually supported by intelligence, to affect adversary decision-makers to achieve or promote specific objectives. These capabilities and activities include, but are not limited to, operations security, military deception, psychological operations, electronic warfare, physical attack and/or destruction, and special information operations, and could include computer network attack.[3]

Strategic PSYOP	International information activities conducted by United States Government agencies to influence foreign attitudes, perceptions, and behavior in favor or United States goals and objectives. These programs are conducted predominantly outside the military arena but can utilize Department of Defense assets and are supported by military PYSOP.
Operational PSYOP	Conducted prior to, during war or conflict, and at the conclusion of open hostilities in a defined geographic area to promote the effectiveness of the area commander's campaigns and strategies.
Tactical PSYOP	Conducted in the area assigned a tactical commander during conflict and war to support the tactical mission against opposing forces.
Consolidated PSYOP	Conducted in foreign areas that are inhabited by an enemy or potentially hostile populace and occupied by United States forces, or in which United States forces, or in which United States forces are based, to produce behaviors by the foreign populace that support United States objectives in the area.

Table 1 Categories of PSYOP[4]

Offensive IO is conducted at all level of war and therefore PSYOP are as well employed at each level. Additionally Joint Publication 3-53 defines the categories of military PSYOP as strategic, operational, tactical, and consolidated. These categories are defined in table 1 above.
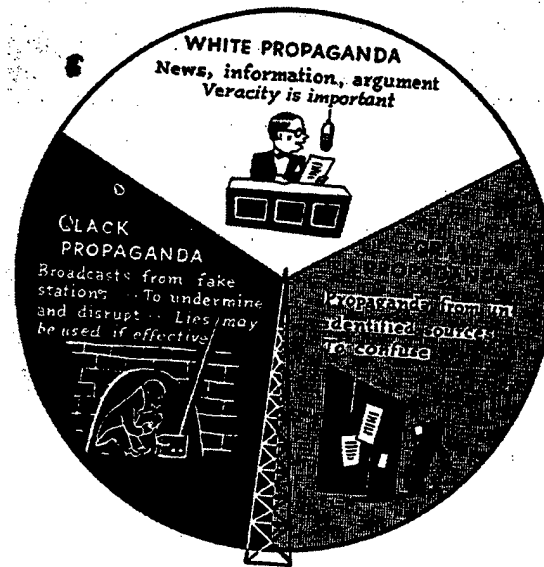
Figure Colors of Propaganda/PSYOP[5]

The above Figure illustrates the types of PSYOP that can be conducted. This figure was obtained from a publication published in 1951. As you can see, the term used for PSYOP during this period of times was propaganda. The terms have changed since 1951 but the principles have remained the same. (For further information please refer to the glossary where definitions of several key terms in this paper are defined.)

You can swap the terms for basic definitions of black, gray, and white propaganda for PSYOP. Typically in the United States, the lead agency for conducting black and gray PSYOP is the Central Intelligence Agency. The military Services (the Army in particular) typically have a greater or equal role in conducting white PSYOP. Also it is important to note that the Department of Defense (DoD) does not conduct PSYOP within the United States or against our allies. This is confirmed through the definition of PSYOP as a subset of offensive IO. Therefore it is highly unlikely that the DoD or military Services would conduct offensive IO within the United States or against our allies.

It is also important to note that the utmost care must be taken in planning black or gray PSYOP. Sever damage can occur to credibility of public affairs (PA) and media channels if care is not taken in conducting black or gray PSYOP. Accordingly, white PSYOP should remain as such and not cross into gray or black PSYOP.

PSYOP Planning

The principles of developing PSYOP apply across the range of military operations. Although the complexity of the methodology varies with the target audiences, basic considerations for development of all PSYOP actions are the same. Actions essential to successful PSYOP are:

1. A clearly defined mission; analysis of all targets;
2. Actions that are evaluated for psychological implications;
3. A reliable medium or media for transmission;
4. Rapid exploitation of PSYOP themes; and
5. Continual evaluation of the results of PSYOP for relevance to the mission and goals.[6]

There are four general points to consider with regards to PSYOP. These are contained below.

1. Origination, including both human and mechanical sources,
2. Transmission, including both human and mechanical transmission whether, for example by means of staff commands or by means of electronic impulses.
3. Reception, both in terms of the physio—psychological impact of an actual physical effect on a human nervous system and in terms of the emotional or idea effect produced in the personalities, which are the recipients of the physical transmission.
4. Evaluation, whether by the originating the transmitting, or the receiving-personalities or authorities.[7]

PSYOP techniques are used to plan and execute truth projection activities intended to inform foreign groups and populations persuasively. PA provide objective reporting, without intent to propagandize. As open sources to foreign countries and the United States, PA channels can be used to disseminate international information. To maintain the credibility of military PA, steps must be taken to protect against slanting or manipulating such PA channels. PSYOP messages must be coordinated with counterintelligence planners and operators,

with military deception planners, and with operations security planners to ensure that essential secrecy is realized, counterintelligence operations are not compromised, and messages reinforce the desired appreciation of counterintelligence and deception as well as PSYOP plans.[8]

Planned military PSYOP may affect not only military targets but also political, economic, or social structures within the target area. The general objectives of joint PSYOP are:

1. To reduce efficiency of opposing forces;
2. Further the US and/or multinational war effort by modifying or manipulating attitudes and behavior of selected audiences;
3. Facilitate reorganization and control of occupied or liberated areas in conjunction with civil-military operations;
4. Obtain the cooperation of allies or coalition partners and neutrals in any PSYOP effort; and
5. Support and enhance humanitarian assistance, foreign internal defense, and/or foreign nation assistance military operations.[9]

A thorough knowledge of national and theater military security policies and objectives, joint operations planning skills and a thorough understanding of the customs, mores, and values of the target audience are required for PSYOP success. The development of the PSYOP plan requires research and analysis, development of a way to convey or deny information, production requirements, and dissemination plans.[10]

These sources of information should be accessible to or be activities observable by target groups. When appropriate, deception means can be used to convey messages to foreign groups having access to foreign intelligence. Planners must understand both the possibilities and limitations of each means and the factors to consider in their use. Planners should understand the difference between planning for joint operations and planning for overt peacetime PSYOP programs. Peacetime programs are planned in consonance with the respective US Ambassador's country plan and support national objectives and policy. Plans for military operations other than war (MOOTW) and war also support national objectives and policy but generally have a different focus for PSYOP than peacetime programs.[11]

PSYOP and the Range of Military Operations

The role of PSYOP varies depending on the level of operational activity or environment. Typical MOOTW that can be supported by joint PSYOP include humanitarian assistance and disaster relief, nation assistance, security assistance, FID, counterdrug operations, and peace support operations. MOOTW not involving the use or threat of force activities provide training and in-theater access to allow for the facilitation and use of PSYOP during the transition to war. MOOTW involving the use or threat of force require the application of the diplomatic, military, economic, and informational instruments of national power. Nonlethal activities, such as PSYOP, can be decisive in MOOTW involving the use or threat of force. During war, PSYOP at the strategic, operational, and tactical level may enhance the success of operations at all echelons. Employment of PSYOP can be equally effective in supporting both offensive and defensive operations conducted by conventional forces. Special operations are also an integral part of modern warfare, which may support conventional military operations, or they may be conducted alone. Unconventional warfare, foreign internal defense, direct action, special reconnaissance, counterterrorism, and civil affairs are some of the special operations that may support PSYOP.[12]

Support for PSYOP

Intelligence; counterintelligence; Command, Control, Communications, and Computers systems (C^4); and logistics support military PSYOP and are invaluable for the success of such actions.[13]PSYOP planners must possess a thorough and current knowledge of these conditions to develop PSYOP targeted at selected foreign groups to influence the objective and emotional reasoning. Intelligence Support: This knowledge is obtained through the use of the intelligence cycle which is the process by which intelligence is obtained, produced, and made available to the PSYOP planner. The intelligence cycle has five steps: planning and direction, collection, processing, production, and dissemination. C4 Systems Support: Communication between staffs and commands that are planning and executing PSYOP actions are necessary for effective joint use of capabilities. A joint PSYOP communications plan should be prepared to ensure that communications systems are compatible and adequate. Logistic Support: PSYOP forces will normally deploy with a 30-day basic load of PSYOP supplies. This is a baseline planning figure and may not be sufficient to meet specific contingency mission requirements. Joint planners must ensure that PSYOP support requirements are taken into account when planning logistic support.[14]

PSYOP Wrap-Up

PSYOP are used to convey selected information and indicators to foreign audiences to influence their emotions, objective reasoning, and motives. In order to accomplish this goal, PSYOP must be directed at a clearly defined goal or objective, the ability to analyze and evaluate targets and their effects, a reliable media transmission, and a rapid ability to implement PSYOP. PSYOP depends on communication to ensure proper execution of the mission and objectives. Command and control, preplanning and support from all levels ensure this.[15]

PSYOP and the NSS

The above paragraphs provided a description and definition of PSYOP. From this information one can see that PSYOP is a ways to achieve our objectives as identified in the NSS. PSYOP are a vital part of the broad range of US political, military, economic, and informational activities to achieve the ends of the National Security Strategy. When properly employed, PSYOP can lower the morale and reduce the efficiency of enemy forces and could create dissidence and disaffection within their ranks. There are several pertinent references in the 1999 NSS that PSYOP could be used as a ways to advance the United States' national interests. These are found in the sections using military activities to shape the international environment.

> The U.S. military plays a crucial role in shaping the international security environment in ways that protect and promote U.S. interests. Through overseas presence and peacetime engagement activities such as defense cooperation, security assistance, and training and exercises with allies and friends, our Armed Forces help to deter aggression and coercion, build coalitions, promote regional stability and serve as role models for militaries in emerging democracies.[16]

> Our ability to deter potential adversaries in peacetime rests on several factors, particularly on our demonstrated will and ability to uphold our security commitments when they are challenged. We have earned this reputation through both our declared policy, which clearly communicates costs to potential adversaries, and our credible warfighting capability.[17]

> We also are committed to maintaining information superiority - the capability to collect, process, and disseminate an uninterrupted flow of information while exploiting and/or denying an adversary's ability to do the same. We must keep pace with rapidly evolving information technology so that we can cultivate and harvest the promise of information superiority among U.S. forces and coalition partners while exploiting the shortfalls in our adversaries' information capabilities.[18]
>
> Efforts to deter an adversary - be it an aggressor nation, terrorist group or criminal organization - can become the leading edge of crisis response. In this sense, deterrence straddles the line between shaping the international environment and responding to crises. Deterrence in crisis generally involves signaling the United States' commitment to a particular country or interest by enhancing our warfighting capability in the theater. We may also choose to make additional statements to communicate the costs of aggression or coercion to an adversary, and in some cases may choose to employ U.S. forces to underline the message and deter further adventurism.[19]

In each of these references, PSYOP can be employed to achieve the identified ends (to control the thinking and behavior of a group or individual). The need to integrate PSYOP with all national elements of power has been a precept for decades. A 1941 source on German Psychological Warfare in the 1930's states this as,

> "Propaganda is not used for the sake of propaganda. It is used in conjunction with a military, diplomatic or economic objective [must now include informational]. It obtains its best results in neutral countries, or before the actual outbreak of war, or in stirring up disunity in non-belligerent nations. Nazi propaganda must win its major victories before the "shooting war" begins. In wartime it is chiefly an auxiliary weapon. It cannot win wars, nor can it prevent defeat, but its psychological techniques, if applied persistently and timed accurately, can be a deciding factor in battles, particularly in Total War."[20]

Reflex Control and Human Network Attacks

The primary goal of PSYOP is to control the thinking and behavior of the target audience. To accomplish this you must act to manipulate the information the target audience receives. Typically the term given to the controller for information is a data processor. For an individual, the data processor is the brain. This is a vulnerable target since the brain has no firewall or virus protection to protect it from either deceptive or electromagnetic processes. As a result, the mind of the soldier on the battlefield, terrorist, or strategic leader is potentially the most exploitable and unprotected PSYOP target. These targets are vulnerable to human network attacks (HNA).

Russia has some interesting information-psychological operations developments in the area of human behavior control mechanisms termed *reflexive control*. Reflexive control is a type of HNA. The target of a HNA is the enemy's decision making processes, both human (the mind's soft data processor) and material (hardware data processing).

Technological developments make it possible to subject all people, from ordinary citizens to strategic leaders, heads of state, or military leaders, to a complex PSYOP offensive. Simulated and reproduced voices, fabricated provocative speeches delivered by virtual heads of state, and projected images of actual life situations can affect mind and achieve behavior control. This special information media, such as language, texts, images and sound, as future enemy weapons capable of exerting a "multilevel operational effect instead of simply a political or economic one. The target is the enemy's decision-making process, both human and material. The main task is to overwhelm opposing forces through the use of terror tactics, thereby upsetting their psychological stability. PSYOP start in peacetime and, if war erupts, run the spectrum of crisis.[21]

A further description of reflexive control is important here. Reflexive control involves creating a pattern or providing partial information that causes an enemy to react in a predetermined fashion without realizing that he is being manipulated. Its aim above all else is to influence command and control systems and decision-makers. The same type equipment used in a typical PSYOP will support reflexive control operations. In these operations the "information or facts" can now be fabricated in a much more realistic form in real time on radio or TV using a high-tech voice and image recording and editing equipment. Perhaps even more important, the means of psychological warfare are now more diversified, and its striking force has increased.[22]

However, it is important to note that to conduct reflexive control operations we must employ black as well as gray PSYOP. Therefore these operations should be conducted with care to avoid loss of credibility with communication methods essential for conducting white PSYOP.

In Timothy L. Thomas's article, titled Human Network Attacks, he provides an excellent description of methods that could be used in a reflex control operation.

> "Today, simulation, stealth and various types of camouflage technologies allow for the "mixing of the spurious with the genuine" and can cause errors in the enemy's decision-making. More important is acoustic technology because it creates deafening noises, such as explosions, whizzing sounds, rumblings and heartrending screams, to upset psychological stability. [Reflex control operations] will attempt to penetrate the mind of soldiers or key decision-makers to throw them into a psychological maze or cause psychological disorders or panic."[23]

On the effectiveness of reflex control operations, he states:

> "[Reflex control operations, as an] information weapon is more important than firepower in achieving objectives. His understanding is likely based on the belief that the use of the information weapons during the Cold War, such as the Strategic Defense Initiative or SDI, did more to defeat the Soviet Union and bring about its financial exhaustion and demise than any real weapons' use. [Reflex control] is also listed as a method for achieving geopolitical superiority and as a mechanism to control negotiations. In this regard reflex control would be used to influence a state's information element of power and thereby its decision-making process by formulating certain information or misinformation."[24]

The following table contains the eleven types of mechanisms for use against systems, people, or groups in the field.

Distraction	During preparatory stages of combat operations, creating a real or imaginary threat against one of the most vital enemy places such as flanks and rear, forcing him to reevaluate his decisions to operate on this or that axis.
Overload	Often manifested by sending the enemy a large amount of conflicting information.
Paralysis	Creating the belief of a specific threat to a vital interest or weak spot.
Exhaustion	Cause the enemy to carry out useless operations, thereby entering combat with depleted resources.
Deception	During preparatory stages of combat operations force the enemy to reallocate forces to a threatened spot.
Divisive technique	Cause the enemy to believe he must operate in opposition to coalition interests.
Pacification	Through a peaceful attitude and approach cause the enemy to lose vigilance.
Deterrence	Create the impression of superiority.
Provocation	Force enemy action advantageous to your side.
Suggestion	offer information that affects the enemy legally, morally, ideologically or in, other areas.
Pressure	offer information that encourages society to discredit its own government.

Table 2 Eleven Types of Mechanisms[25]

On the outer limits of reflex control, the Russian armed forces are studying a host of unusual subjects, almost all of which center on how information or electronic waves affect the mind. For example, a recent book offered an extensive set of algorithms designed to implant "suggestive influences" or what the author called "psycho viruses" into a person's mind.[26]

PSYOP and Communication

PSYOP is communication. To employ successful PSYOP it is essential to use effective communication techniques to convey the message to the target audience. The function of PSYOP is to use communication to influence behavior. Therefore, a basic understanding of the nature of communication, the role of communication in a social environment, and the process of how people communicate with each other is necessary. Therefore we must define and analyze the principles of communication.[27]

Definition of Communication

Communication includes the numerous processes by which one person influences another. This includes many human actions that include speech, written material, music, drama, Internet web sites, pictorial arts, and other forms of behavior.[28]

Man as a social being develops various habit patterns that permit him to respond to particular gestures, verbal as well as non-verbal, and using this history of objects and events, he creates his particular world of reality. A person's understanding of a particular habit pattern is the set of responses that the individual generates as a result of the stimulus. The participation of the individual in the language process gives him the ability to communicate with himself (think) and with his social group. The entire process is structured around the social group. Human communication is the basis for group norms; it is the means by which social control is exerted, roles are allocated, coordination of effort is achieved, expectations are made manifest, and the social process is carried on. Communication should also be considered as the sharing of information. Each individual or social group considers information or ideas based on his needs, comprehending and using the information in a manner that best suits his particular interests. [29]

To understand communications, you must understand people. To understand human communication it requires the ability to understand and relate the content of communication messages to the desires of people, groups, organizations, and societies. The ability to understand how people relate to each other is crucial.[30]

Individuals living in society generally desire to adhere to the opinions, attitudes, and habits of those with whom they are motivated to interact. They form a culture. The culture influences individuals as well as influences each other's perceptions, and the individual's way of seeing reality is based on the *actual world* around him. All social groups have a culture and require

a degree of conformity. The group culture provides definitive methods and procedures to insure conformity to group norms and values.[31]

A final but significant point is that groups, like individuals have goals. And these goals often cannot be achieved without a degree of consensus. It is obvious that if a majority of the individuals cannot agree on the proper course of action, they cannot act collectively. It is only through meaningful communication that collective action and consensus can be attained.[32]

The Role of Communication

Communication can be considered as the great relating tool. It relates individuals to each other and to historical perspective as well as to the culture of the group. This makes group functioning possible and allows societies to live in harmony.[33]

With the understanding that an important function of communication is relating people to each other or to groups, or to history, the content of a message is significant. We can group the majority of social communication under four major functions from the originator as well as the receiver's point of view.

Originator	Receiver
To inform	To understand
To instruct or teach	To learn
To entertain	To enjoy
To persuade	To dispose or decide

Table 3 Social Communication Major Functions[34]

It is important that PSYOP warriors understand that communication content of the PSYOP messages can be designed to perform all of the functions stated above, any one of the four, or any mix.

Often the role of communication found in United States policy is considered along rigid lines. Frequently the role of PSYOP is viewed as a loudspeaker and leaflet operation addressing only the persuasive function. A PSYOP organization that directs its efforts to only one function communication is at a distinct disadvantage competing with communication viewed as a political weapon and directed at the whole person, skillfully combining the four functions of communication.[35]

The Communication Process

For maximum effect, propaganda demands:

1. A specific rather than a general theme;

2. Some trust of our motives on the part of the audience;

3. Timing such that the propaganda campaign can immediately precede the actions its intended to affect;

4. First class intelligence in three phases:

   a. Social and cultural attributes of the people concerned;

   b. Extent to which the people listen to or read our propaganda;

   c. Extent to which it affects their actions; and

5. Accessibility, i.e., the audience must be able to hear our broadcasts or read our pamphlets.[36]

All human communication must take place in the framework of social relations. The importance of understanding interpersonal relationships as an essential part of the communication process and the need for a clear vision of social pressures as part of the total communication process needs to be emphasized.[37]

There are many variables to consider in order to identify effective communication. Some of these are:

> organizational membership; the audience's image of the sources; the time period; the group orientation of the audience member and the degree to which he values group membership; the activity of opinion leaders; the social aspects of the situation during and after exposure to the media, and the degree to which the audience member is forced to play a role; the personality pattern of the audience member, his social class, and the level of his frustrations; the nature of the media in a free enterprise system; and the availability of social mechanisms for implementing action drives.[38]

Communication Climate

The communication climate is one of the social factors that affect persuasive communication. That is, what people say and how they react to a PSYOP message depends on where they are, who is listening, and what communication channel is being used. The

communication climate can be classified the private communication or public communication.[39]

There are two types of private communication to consider: Face to face and interposed. Face-to-face conversation is one type of private communication: *Interposed* (private communications such as a letter, a telephone call, an electronic mail message, fax, etc.) constitutes the other.[40]

Mass media or public communication channels can be face-to-face and public (mass meetings, cultural drama performances, movies, or operas) or private (the individual as a radio or television viewer, or reading a magazine, book, web site, or leaflet). The significant point is that the communication situation determines to some extent the kind of communication that goes on and the response that is likely to be made to it.[41]

For example, many techniques used to stimulate enthusiasm at a public rally would not be appropriately used in an individual, private environment. It is unlikely that a person listening to a radio in private would develop crowd excitement and its consequent behavior. Additionally, a person would not communicate with a stranger in the same manner as with a member of his immediate family group, nor would he communicate with a trusted friend in the same manner as with a government official.[42]

A variety of communication techniques can be used to combine private and public communication. For example, a duplicate of a public poster can be prepared as a small handout or leaflet, or enhance on a web site, thus permitting the individual to discuss the poster in public and at the same time carry the message home to discuss it with members of his family.[43]

The leaflet reinforces the government message and gives additional meaning to the public poster and the web site can provide branch to additional information or direct the individual where they can gain additional information. Also, the handout or leaflet tends to set in motion a functional communication group to discuss the poster for the second time (after the PSYOP cadre departs) in public.[44]

Influence of the Group

The focus of this section is on the primary groups to which an individual belongs. These groups are the individual's family, friends, informal work teams, small military units, and the more formal groups. Within these groups the members are attracted to each other as personalities. These groups are characterized by their size, relative durability, informality, and face-to-face contact.[45]

The response of the individual to communication cannot be accounted for without reference to his social environment and to the character of his interpersonal relationships. Four variables in the communication processes to consider in influencing the group are:

1. Exposure to the media;
2. Strengths and weakness of the different types of media;
3. Existing attitude or attitudes of the individuals;
4. The content of the message; and
5. The response of the individual to communication.[46]

The influence of the group on communication is extremely important to PSYOP. PSYOP programs must be designed to communication directly to the individual not as an isolated entity of society but rather that the individual is an integral part of an active social environment. This being the case, PSYOP intelligence and information gathering programs should not organize the collection of data as if each member of the target audience is isolated and in a sterile environment but as a member of a group. Man's attachments to these groups are significant; consequently, the opinions and activities shared with a group influence his response to all communication. In other words, interpersonal relationships must be considered to properly understand the communication process and to conduct effective PSYOP. Interpersonal relationships seem to be anchor points for individual opinions, attitudes, habits, and values.

This concept (the importance of the influence of the group) suggests that when people are interacting in the communication process, they generate and maintain common ideas and behavior patterns that they are reluctant to modify. Also, it is apparent that when communication concerns sensitive roles and standards of the group or group culture, it is usually checked with other members of the group.[47]

PSYOP and the Internet

The use of the Internet jump-started the information age that began in the late 1990's. The use of the Internet is revolutionizing our lives. New improvements of higher access speeds and larger bandwidths will make the first decade of the millennium on this planet an amazing place. The Internet can be a tool to revolutionize PSYOP. There are four areas in which the Internet can be used to revolutionize PSYOP. These are to establish a PSYNET, coordination, implementation, and analysis of efficiency and effectiveness of a PSYOP campaign.

PSYNET would be a network similar to the SIPRNET or SCINET. This network would provide the means for PSYOP warriors to communicate and obtain information. The PSYNET is essential to accomplish the second area: coordination.

Coordination would be accomplished by establishing a PSYOP database. This database would contain items such as PSYOP lessons learned, current PSYOP campaign objectives, effective methods, etc. Also the PSYNET could be used to allow PSYOP warriors to exchange ideas as well as further develop this profession.

Implementation refers to methods to accomplish the PSYOP campaign. Reflex control is one of these implementation methods. As explained above, reflex control could entail developing simulated and reproduced voices, fabricated provocative speeches delivered by virtual heads of state, and projected images of actual life situations can affect mind and achieve behavior control. The PSYNET would be the way this message would reach the PSYOP target.

The PSYNET could easily be utilized to analyze the efficiency and effectiveness of a PSYOP campaign. A simple example of this is by monitoring a web site you have created to accomplish your PSYOP objectives. You can easily monitor who visits the web site and therefore determine what percentage of PSYOP target is accessing the web site. Through information data such as emails and voice communications you can gather hard data on the effectiveness of your PSYOP campaign.

The *bad guys* of the world are using the Internet to organize and share lessons learned. The United States must implement the PSYNET to level the playing field.

Conclusion

A revolution in PSYOP will occur in the near future. Improvements in hardware and software will allow for higher access speeds and larger bandwidths which will provide the means to overcome current Internet limitations. With these pending improvements realized, the Internet will be the vehicle to enable a revolution in PSYOP and improve the capabilities of PSYOP to achieve objectives specified in the NSS.

PSYOP has been an essential element of warfare since ancient times. PSYOP will continue to be a key strategic weapon to provide the ways to accomplish the objectives specified in the NSS. The Internet will be the tool to revolutionize PSYOP and make the first decade of the millennium on this planet an amazing place.

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Glossary

The following provides some definitions of key terms in this paper.

Black propaganda - Propaganda that purports to emanate from a source other than the true one.

Grey propaganda - Propaganda that does not specifically identify any source.

Propaganda - Any form of communication in support of national objectives designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor, either directly or indirectly.

Psychological operations - Planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals. The purpose of psychological operations is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

Psychological warfare - The planned use of propaganda and other psychological actions having the primary purpose of influencing the opinions, emotions, attitudes, and behavior of hostile foreign groups in such a way as to support the achievement of national objectives.

White propaganda - Propaganda disseminated and acknowledged by the sponsor or by an accredited agency thereof.

Endnotes

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